

Caterpillar designs and builds construction and mining machines, engines, generator sets, gas turbines and locomotives, sells them through 150 independent Cat dealers in 190 countries, and finances them through Cat Financial. FY2025 sales and revenues were \$67.6B (+4%); Power & Energy grew 12% on data-center power demand, while tariffs cut operating margin to 16.5%. About 51% of sales were outside the United States.

KEY PARTNERS

- **150 independent Cat dealers** — 41 U.S., 109 abroad (FACT).
- **Perkins** — 86 distributors, 183 countries (FACT).
- **FG Wilson** — 108 distributors, 159 countries (FACT).
- Component and raw-material suppliers (FACT).
- Banks, commercial paper and bond markets fund Cat Financial (FACT).
- \$11.5B syndicated bank credit facility (FACT).

KEY ACTIVITIES

- Design & build machines, engines, turbines, locomotives (FACT).
- R&D \$2.1B FY25 (FACT).
- Autonomy, fleet management and analytics in mining (FACT).
- Remanufacture engines and components (FACT).
- Finance customers and dealers via Cat Financial (FACT).
- Parts distribution from 20 global centers (FACT).

KEY RESOURCES

- Cat brand and product range (FACT).
- ~118,000 employees; 66,400 outside the U.S. (FACT).
- PP&E \$15.1B at Dec 31, 2025 (FACT).
- Firm backlog \$51.2B (FACT).
- Technical centers in U.S., China, India (FACT).
- Cat Financial lending expertise (FACT).

VALUE PROPOSITIONS

- Lowest total cost of ownership (FACT, company positioning).
- **Uptime** — parts and service through local dealers (FACT).
- Autonomy and fleet analytics for mines (FACT).
- SEM brand for price-sensitive markets (FACT).
- Reliable power for data centers and oil & gas (FACT).
- Financing and leasing at the point of sale (FACT).

CUSTOMER RELATIONSHIPS

- Dealer-led, multi-year support (FACT).
- Loans, leases and revolving charge accounts (FACT).
- Fleet-management and autonomy services (FACT).
- Direct sales force for turbines and locomotives (FACT).
- Services revenue expected to grow in 2026 (FACT outlook).
- Repeat purchases when fleets are replaced (INFERENCE).

CHANNELS

- Independent Cat dealers, 190 countries (FACT).
- Perkins and FG Wilson distributor networks (FACT).
- Engines sold to other manufacturers (OEMs) (FACT).
- Own sales force for turbines and locomotives (FACT).
- North America 54% · EAME 19% · APAC 17% · LatAm 10% (INFERENCE %).
- Machine dealer inventory ~\$500M in 2025 (FACT).

CUSTOMER SEGMENTS

- Contractors and equipment rental companies (FACT).
- Mining, quarry and aggregates producers (FACT).
- **Power generation incl. data centers** — \$10.3B (FACT).
- **Oil and gas** — \$7.5B (FACT).
- Rail, marine and industrial users (FACT).
- OEMs buying engines; dealers buying financing (FACT).

COST STRUCTURE

- Cost of goods sold \$44.8B FY25 (FACT).
- SG&A \$7.0B; R&D \$2.1B FY25 (FACT).
- **Tariffs** — ~\$1.8B in 2025, ~\$2.6B expected 2026 (INFERENCE / FACT outlook).
- Financial Products interest expense \$1.4B (FACT).
- Capex \$4.3B incl. \$1.5B leased equipment (FACT).
- MP&E free cash flow \$9.5B (FACT).

REVENUE STREAMS

- FY2025 sales and revenues \$67.6B (+4%) (FACT).
- Power & Energy \$32.2B (+12%) (FACT).
- Construction \$25.1B; Resource \$12.5B (FACT).
- Financial Products revenues \$3.6B (FACT).
- Operating margin 16.5% (vs 20.2%) (FACT).
- **Main engine (reviewed): hardware** — equipment sales via dealers (INFERENCE / model).